SCC Open Space Conversations
March 26, 2018

Tacoma
WA

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Open Space Conversation: How can We Support Leaders in our Communities?

Monday, March 26, 2018
Tacoma, WA

ACKNOWLEDGMENTS
The Statewide Capacity Collaborative* (SCC) is a collective movement among funders to invest in efforts to strengthen the systems, structures, skills, and people of nonprofits and the nonprofit sector in our state. The SCC believes investing in the people leading the teams, organizations, and movements making positive change is vital to the nonprofit sector and the wellbeing of Washington state.

The SCC recruited a diverse Design Team and is convening Open Space events across the state to create a community-informed process to support leadership development. Learn more and find the 2016 SCC Leadership Scan here: wascc.org/leadershipscan

Special Thanks to Centro Latino for offering their rooms for these dynamic and exciting conversations. Further thanks as well to the SCC staff and members of the Leadership Development Design Team for their efforts to make this day a success.

On Monday, March 26, 2018, sixty people discussed how to support leaders in over twenty small group conversations. Collected in this “book” are the notes from these sessions organized by themes that participants themselves developed.

* Member foundations of the Statewide Capacity Collaborative include:

Ballmer Group
Bill and Melinda Gates Foundation
Campion Foundation
Cedarmere Foundation
Group Health Foundation
Medina Foundation
Satterberg Foundation
Shenwood Trust
Seattle Foundation
Social Venture Partners

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# Statewide Capacity Collaborative

**Open Space On Leadership Development**

**Monday, March 26, 2018**

**Centro Latino**  
Tacoma, WA

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Shifting the Power Equation

(Theme 21)
Topic: Non-profit leaders influence/intersection on corporate leaders

Convener(s) Susan Barbeau

Attendance: How Many: ____ Names:
Shelley Milne, Terrey Mosley, Joe Vasquez, Barbie, Diana Confort, Noah Baskett, Alaric Bien, Seaferet,

Notes, diagrams, mindmaps, etc.

- Corporate giving network - great resource - monthly meetings, non-profit buy (King)
- Hear their thinking process, priorities
- What they need, creative thinking.
- Open to public, membership

- Puget Sound Cement Writers Assn. - monthly meetings in Pierce/King.

- When we engaged w/ corporate partners - they are looking for immediate return on investment. We need a longer horizon - investment longer term, support programs @ middle school level. Needs of community different than the corporate sector.

- In Asian community their focus is on countries of origin.

- Issues of diversity/inclusion difficult, how to stay grounded in the work.
- Lott of ores interested in diversifying workforce
- Leadership development could be a common link that draws sectors together
- Prince City Leadership Development - non-profit - hard to get for profit firms

- Social justice argument is that the for profit sector should support the community must be aware of not being seduced into a particular agenda

- Might be useful to acknowledge community priorities, acknowledge the corporate partners who champion it, invest in that work are socially responsible.

- What is our influence over corporate decision making.
  - 3 buckets - corp, gov., non-profit.
  - Do we have responsibility beyond asking? Creating joint solutions...what problems are we all hoping to solve.
  - Frame of partner, not charity.

- Unusual way pulled together a business breakfast, question was how are you investing in your lowest wage workers? What are you not doing, what help do you need?

- Discrepancy between what non-profits need and funder needs to align values. Mission drift is diluting non-profit work.
In what ways have we worked to create solutions of corporations?

The company must value need to population, community.

- Corporate - focus on bottom line in this quarter. Shorter range - how do we develop the people we already have.
- Move spaces where it's not corporate philosophy
- Many companies depend on immigrant level.

- allocations to funders - thinking of funder incentives to support leadership to help break down barriers.

- [Handwritten note]
push/pull of urban/rural \( \rightarrow \) being perceived as “urban” by smaller communities (outsiders)
access to legislators (Pullman/Olympia)
barriers of water (Vashon)
access to 1-5 resources

language of rural work ≠ diversity, equity & inclusion is more conservative
ROI is not the same for rural communities as urban
finder expectations need to shift - constant negotiation of outcomes
rural mentality is a divide
effective finding in rural communities - what does that look like?
basic security often outcompetes economic development
investments - time fundraising almost requires access to Seattle/Olympia
garvanje
what resources are needed to elevate voices to be heard in the “power centers.”

Not a business case to invest in rural = funding deserts
attitude prevents resources from getting to community
- we *don't want* team
-smaller and not equal to NW Immigrant Rights trying to cover
- more distance - talent drain
- recruit high quality folks, rural life is not
  as desirable
- recruit "pioneers or immigrants" to rural
  people who want to take chances, constructively build community, don't just
  get jazzed about short-term
Is there a different way to advocate who going to Olympia? Does your organization have an advocacy arm?

Clover - no advocacy @ our organization. King County Coalition on Homelessness.
- don't have time to do advocacy, conflict with public money & advocacy.
- Poppin' Report (report to identify what is wrong)
- her criticism was non-profits were not working together
  - no mention of racism, capitalism
  - pointing finger @ "lazy social service agencies"
So how do we advocate in a world of limited resources etc.? It's hard to advocate for very small groups.

How is the system set up? And how do we educate the decision makers?

Legislators are open on the surface but don't commit to real change.

How do we build capacity for our non-profits for advocacy? Can we collaborate? Should we hire consultants? Is advocacy a leadership skill that should be expanded (trained from within with current staff)?

Advocacy 2/5
Should we focus our efforts on educating ourselves on lobbying (speak w/ professional lobbyist)

e.g. charter schools

- How do we educate our local government reps?
  - Stop "off record" convos with reps - we need "on record"

- Charter schools in WA are seen as A) outsiders B) anti-traditional public schools

Individual level advocate [language, undocumented]

- Translation/interpretation services, cost (free
- Nature of lives - risk to come in to office, direct model of outreach need to change to be effective (outreach costs more)
- Food, housing also issues - understanding illness

Topic: Advocacy
- 1 or 2 ppl in group homes who may have language skills, but can't be the advocate for all of the other people
- potential for student interns who speak language
- flexibility of case managers to go out on the ground & engage w/ clients as is.
- gatekeeping systems prevent access to care; case loads are higher
- "Promotora" program might be a potential model
- trust building is an issue across Hispanic/non-Hispanic issues
- a potential opportunity for finding leadership at an individual community connector level
- ID barriers to participation - human capital at agencies are limited
- how does Board get involved as advocates both at community level / structural org level
- Board focused on advocacy; Board leadership transformation is very slow

- Firing up core supporters as individuals
Possible interim solution:

- Have a location where a librarian would be onsite for two to three days a week, where books for browsing but also be a location where people can pick up books they have requested online. Also a drop-off site for book return. Have a bank of computers for people to use during those library hours.


- Costs for this a solution could allow to scale up
- Part-time librarian
- Computers/wifi/etc
- Transportation of books
- Computer training center
- Other stuff than? Maintenance, safety, etc.

System for bringing books to people who are housebound?
- Partner with an org like Books on Wheels

Source of funding: this or a pilot project? Providing a model for further funding? Shows the response to a volunteer power!!
Topic: **Recommendations to funders on how to work together to strengthen nonprofits**

Convener(s): Lindsay


Notes, diagrams, mindmaps, etc.

Heidi - 6 of 7 funders working together

Miriam - thinking about question for really long time / pros & cons

Naomi - sock in knowledge

Jeff - aligning effort & initiatives exchange of information re: similar initiatives in the community how to engage others

Peeley - *the Collaboratory* applying to separate NGOs

Tim - thinking/policy three eyes of funders - having conversations w/ funders

Noah - taking note of the eye of funders

Jeann - deal with the field between nonprofit and funders - value - getting buy-in of funders to understand value

Funders offered

- data collection - time intensive and is it being used - funders using data to inform practice?

"How do funders collaborate?"

Funders shared their diagram of

Funders
How do we fix this for nonprofits

Leadership development > shared view of what means / what it is

Spinning our wheels - funds

Fast or famine

Misfit duvet caused by funders

Community driven initiatives

Funders - fundraising / reporting / measure

Q to funders like SCC - create some sort of data index

Data →

Role of funders in fundraising - what's the reach out to foundations → influence increase

Funders - asking for # for evaluation & reporting

Funders' capacity for learning - what's really happening in grantees

Corporate funders more about outputs than outcomes - how to put a value on outcomes vs outputs

What if funders provided evaluators and took the rest off NPOs

Topic: Funder collaboration
Topic: Funders collaboration

Convener(s) / Attendance: How Many: ___ Names:

Notes, diagrams, mindmaps, etc.

What if funders really partnered w/ nonprofits?
Evaluative practice is a function, many
NPOs can't afford, don't have capacity
for evaluation

How to educate funders

What's impact vs what's your admin
overhead

NP competing w/ govt. agencies for quality
staff - wage issue

- Collaboration not always a fit; see
  when same population is served, but
  organizations have different approaches
  different values

Topic: Funders
Engaging & Developing
Underrepresented Populations
(Theme 22)
Why are we at Centro Latino?

Danie - Latino leadership lack - but the piece.

Convener(s) Liesl Santmyer / College Success AIME

Attendance: How Many: 5 Names: Liesl, Laura Armstrong, Tim Warden, Hertz, Manuel Villafane, Kathi

Why is a leadership group gathered here? Where there's a lack of leadership, people don't know Centro Latino is ineffective.

Leadership is convenience - based on grants obtained. History of exclusion: where do we go? Who do we talk to? To shift this? B/c no leadership/support for Latina/o community.

How to reclaim Centro? 02/09/2019

There isn't a strong support/guidance/ally in Tacoma on behalf of LatinX communities.

NWIRP partners w/Tacoma Comm. House, but feels like attack of very specific ally-ship w/LatinX focused. Org.

Landscape of what exists/don't: value of voice & power in that no present here. “I found no voice + no center” - nothing advocating, just reactive. Huge portions of Pierce County that don't feel "they" exist. (Note: major concerns about Census 2020 + potential serious undercount.

- Recurring lack of services for years to come. Fearful of this in Pierce County.

- Good point (said Kathi) -> who is on Board, who is in pipeline for leadership + now that impacts the potential to carry on mission.

There's lots of young LatinX leaders in Tacoma Comm. I think there's a lack of recognition - Liesl. How do we coach/support LatinX leaders under age 30 to know they have space + are recognized as leaders.

Topic: Proyecto Mole = source + font of leadership.
Leadership among Latinx + immigrants exists, but not recognized.

> Immigrant Commission - trying to work w/ city of Tacoma equity dept. I see a lack of understanding on how to look at demographics or and all the gaps/holes in demos.

City is waiting for immigrant/refugee community to "feed" the info. to them. Equity Dept. cut a bunch of incredible leaders from the Commission w/o offering any other option for people to plug in + get involved.

Feels like there's more of a "mass" of people self-advocating than maybe in rural areas.

> Centro Latino is the "trigger" or "symbol" of this problem.
> What's needed to empower voices? Do they need a cohort? Marketing? "How do we help them rise?" - KATHI.

"Check the box" - but isn't taking it on in a leadership role.

> Latinx Unidos - group that meets regularly addressing Latino Townhalls from years ago + continues to work on those issues. But we're all doing this w/ full-time jobs + families. We need to PAY people to be able to do this.

> Went to work @ 6:30am to get. Other work done so I could come here as a volunteer and it's EXHAUSTING. This impacts Latinx educational attainment - graduation rates are so much lower.

> Acknowledging gaps in representation - those who are "paid" to be here vs. all those who aren't/can't/etc. + ..., their voices aren't heard as much. How do you put $+time into community voice?

> Will be coming out for census work. Is there an opportunity to get $ into communities for census, but to use it as a method of developing leadership through. That applies! They ARE groups talking about that + are safe spaces... and how do we harness that? ("Strange bedfellows")
Topic: Supporting under-resourced communities and holding them accountable

Convener(s): Jose / Sonia

Attendance: How Many: 10 Names:
Ann Humford   Dinah Wilson   Queena Tupou
Sonia Luevanos  Shameka Williamson   Lani Su
Naomi Pinklage  Kitara Johnson

Notes, diagrams, mindmaps, etc.

- How to collaborate and help one another?
- Devolopy the women, people of color?

- Resources, and lack of resources
- Bridge the gap w/ other communities

- Behavioral Health
- Trust w/ the communities
  - Talking about the issues
  - Bridging the gap w/ non-profits & faith based organizations
  - Talking to the ministers about health in people of color

- Best form of communication is sharing all the resources to the churches
- Bringing these hard topics to the church and creating the dialogue as well as building the trust w/ in the community

Topic: Support Ty46

Page 1 of 4
- Able being able to talk about sex in the Second Amendment

--- Three community

Resources + Outreach to Communities of Color

+ Cultural brokers - Cultural liaisons
  Hire people of color to outreach to people of color to engage them

+ Faith-based organizations leadership to leverage education + outreach to communities of color on a grass roots level

Organizations modeling what they claim

- Address microaggressions + touching hair in 2018
- Network more people of color within organizations
- Organize together + advocate together to reduce civils and fear
- Communities of color from different cities

How do funders build a question into funding opportunities to ensure organizations have movement towards increasing diversity among high levels within the organization

- How will funders follow up to see if the practices change

Topic: (Support)

Organizations need to — make a commitment to continue working with diverse communities after the funding leaves — other side

-23-
fund what organizations are doing already

Organizations obtain grants and then subcontract with grassroots nonprofits doing the work and never see any of the funding. Funders should have a way of holding them accountable about proving their partnerships.
outreach

Notes, diagrams, mindmaps, etc.

Relationship building - not driven by relationship building, not being a savior thinking you know the need of a community without engaging.

Funders should follow up to the communities impacted and a random sample.

Funders should allow incentives for outreach for meals, baby sitters, etc. to make the flow of information and shared time mutually beneficial.

After care follow-up is important.

Organ
Developing People of Color in Leadership (Women) + Organizational Accountability

Convener(s): Queena Tupou

Attendance: How Many: 11
Names: Queena Tupou
Clover Thurk
Dinah Wilson
Tim Warden-Hertz
Shameka Williamson
Lani Su
Naomi Dinklage
Kitara Johnson
Sonia Luevaros

Notes, diagrams, mindmaps, etc.

- Mentoring - for youth and adults
  Encourage administrators to encourage young professionals as they enter the organization

- Funding for leadership programs
  - Scholarships -
  - Job shadowing or apprenticeships but not only entry level but administrative levels as well

Creating opportunities for youth and adults with criminal backgrounds

Education vs. Experience
- Does a degree required for movement? Funders should encourage all levels of education
- What degree does the admin of the organization reflect the community? "degrees + non degrees -"

What to do when funding stops
(training)

How much does a leader of color have to assimilate to fit in the culture of the organization to be successful.

Provide training for leaders of color to share when and where and how their culture fits into leadership development.

unpacking bias training?
people? All people including people of color check their bias?

Diversifying administrators so that it can impact the organizational culture.

Emotional Intelligence and Cultural Diversity is needed.

Having ALL leaders go through cultural diversity multiculturalism training + implicit bias, belonging, inclusion, equity (terms of trait).

Multicultural Organizational Self-Assessment as a part of obtaining funding.

We need a good succession management plan - Iris

Topic: Dev P.O.C

We must plan to train the people within. Shared leadership opportunities.
Legal organization — Tim W.

Start early diverse interns to have a diverse pool to hire from.

Prioritize language ability
(The degree is required for the work)
Should language be a requirement? More questions on language.

Demographer/funder
No one has figured it out. People could share what is working so that others can try it out.
Creating opportunities for white leaders to show up a listener.
Susan

Chrysta S.
Self assessments “Asking if my agency is a workplace that people would like to work in?” The challenge they have is hiring diverse people.

What are the skills needed? We must ensure its
not only one way

We need an execution plan to bring organizations into an equitable space.

“Tokenism” don’t just offer people of color the job to be the face.
Community Driven Solutions & Leadership Engagement

(Theme 23)
We have lots of data but don't necessarily often everyone is getting paid off people being poor. Families aren't at the table. Racial mismatch in boards, leadership, and some in frontline (not enough).

New non-profit in Eastside eliminating health disparities. Health dept created a collaborative but didn't involve community impacted. Create framework so that at least 50% of org is community members. How do we do that—class barriers. We're starting from the bottom up, want to involve people from the ground up, but how does that happen?

Self sufficiency issues—no support for people to participate. Folks need to be compensated/have childcare etc.

Niches Fdn report on paying participants in survey.

2014—Eastside Collaborative—made up of 2 agencies new nonprofits. Why did it stop? There were only 4 people who actually went out to talk to community lots of funding, but now they're stepping back.
People stop coming to things because of the jargon that's used.

There's always efforts to bring POC to the table, but the opposite doesn't happen - bringing the board to the team. Need mentors to develop held accountable.

Engage people in power & bring them to communities - home visits. PPS has a framework for teachers to do this. Dealing w/ Imposter Syndrome.

Differences between 'diversifying the pool' & actually diversifying the positions in classes. Often there's a discrepancy between frontline staff - how they see community's needs and Board / exec leadership & how they see needs. Often decisions made that don't reflect reality. Leadership needs to invite frontline staff to be a collaborative process.

We have to somehow unbuild the house & rebuild it. Requires args to re-examine values. Lots of diversity efforts are window dressing.

Too much focus on Tacoma - need to include other areas as well. 2/3 of population are in outlying areas - rents are going up & forcing people to Midland, Chelan, City etc.

Affinity groups / leadership cohort. Funders have a fundraising machine approach. How do we get a group that can understand the complexities. Support for long term growth.

Funders support svc providers & are separate from target audience.
How do we build it from the ground up?

Some funders fund capacity building, people need support to just make ends meet. City of Tacoma has their check boxes on deliverables, leadership isn't even at them.

When we do even development investments, who benefits? Who gets paid?

PWJ - Russell Fink has done a good job of involving people, providing support. The service providers are another story - living wage jobs.

Both acute relief & longer term solutions needed. Do funders really want to solve the problem?

We often don't have expertise on understanding career tracks. No investment in not having people being poor any more. It's unclear how to navigate systems. People don't have input in longer term solutions.

County going to people in communities asking what they need, how they want services delivered.

One example - College Success Network - came together to share benchmarks, then create a higher benchmark. As an agency getting funding on homelessness, but they're not here around the table.

Best practices - stipend people. Like Census workers. Employment fairs. Don't forget the tribe. Lori can connect these networks. Poll participants to understand what they don't know.

Topic: INNOVATING
Healthcare example - understanding overuse of ER, collaborating to understand & deal w/ issues.

How do I educate folks to understand the health disparities? Jacque Cohen @ Health Dept. Health Council @ Salishan. How are the health workers/providers reflective of community?

People in EHR are already doing the work, how do we leverage those things that already exist?

Comm Cafe model.

Funders want to engage in this work - how do we collaborate among orgs & go to funders w/a proposal?

Invite both a leader & frontline person. It's a catch 22.
Topic: Decolonization & Historical Trauma in Our Orgs & Communities

Convener(s): Gabriel

Attendance: How Many: 8 Names: Henry Izumizaki, Jeff, Becky Fisher, Christa Storm, Brenda Bringsame, Laura Armstrong, D. Wilson, Catherine Willard

Notes, diagrams, mindmaps, etc.

- We need to get educated re: the Native communities that are here, the Tribal communities, the urban Native communities.
- Decolonization - from Gloria Robs Critical Race Theory.
  - Remove the single story of Western thinking from our ways of being, doing, living, organizing.
- How far back does your communities memory of colonization go and what stories do you tell? or don't you tell?
- Our communities are defined by our distortion relative to the dominant majority defined concept of "functional".
- Colonialism - settlers colonialism = a relatively homogenous group of people "settle" somewhere permanently and displace the people who are Native to that place.
- Peoples stories get erased, aren't recognized as a legitimate way of being; against the dominant standard.
- Recognizing the lateral manifestations of oppression, amongst us, staying mindful of our wounds and how they continue to show up in how we work together.
- Be prepared for the reality that bringing up the historical context of our work will open wounds.
- Self-care and support are decolonizing sharing needs.
- Prioritizing relationships + humanism is decolonizing.
- Recognizing how the system makes some people invisible
  and making space for people’s experiences of that
  in decolonizing.

- What in your community’s culture is supporting your
  success? Resourcefulness in a community of women
  experiencing homelessness.
  Reflection, story-telling, creativity.
  Quiet.

- What tensions have you experienced?
  Predominantly white org whose historically served white homeless
  feeling the need to support POC peoples’ housing needs.
  Had to converse a listener to POC residents & youth.
  White staff & city council feeling uncomfortable with the calling out.

- It’s important to embed supports for decolonizing culture
  in organizational structure because leadership + personnel
  change.

DECOLONIZATION
Topic: Involving our service recipients as part of the solution

Convener(s): Diana Cantwell

Attendance: How Many: 6 Names: Susan Barbeau, Chrysta, Andrea Hughes-Pace, Vivienne Nguyen, Stem,

Notes, diagrams, mindmaps, etc.

- Need to throw out all our assumptions. Follow best practices.
- Community health care & Seniors: 51% of board has to be from people reviewing services.
- Committee’s should have voices of people on it.
- Ask questions – where can we fit them in?
- But what do we do with existing organization structures, e.g. McDonald’s has customers on their marketing board – participatory budgeting, e.g. Metro Parks & giving budget $’s to the community to decide what they want $’s spent on.

But do people always have the right info to make the best decision?

Challenge: Access →

To have people as part of the solution we have to know each other through relationships.
How do you get people involved in your goals when clients are focussed on very basic needs or other priorities?

- Ask communities who their leaders are
- Have to make it a worthwhile experience for the client. Can't be all about what you need, has to be about what they need.
- Create open space for dialogue.
- Just because we value clients, they often don't value themselves.
- Don't ask people to come to our table if they don't go to their table.
- Meetings can't be 8-5 always, childcare & transportation need to be pay for.
- Food is a bonding, e.g. Peacekeepers' community cafe model at Peace Community Center as an example.
- Organizations need to make client engagement as their goal w/ metrics internally.

How do we get out of the way of people.
It Requires a Line Item

(Theme 24)
Creating a pipeline of diverse connected leaders

Convener(s): Hadi Khosravi

Attendance: How Many: 8 Names: Hadi Khosravi, Leanne Moss, Henry, I, Paula Barkett, Manuel Villafán, Heidi Jackson

Notes, diagrams, mindmaps, etc.

What we hope to gain:
1. Leaders are not born, they are developed.
2. Where are the gaps or opportunities in LD in Pierce County.
3. Looking for new ideas in succession planning.
4. Looking for purpose of funding - succession planning is interesting.
5. Q in Community Building - developing grassroots leaders in communities of color, when immigrants are up.

How to build from within:
- Costs 2% (administrative overhead) to build capacity
- Idea - created a training for management of people with potential within the organization.
- Foundations invest in capacity building for organizations.
- HAVE to also invest in community leadership to create a pipeline.
- It is an expensive investment for leadership and long term 5+ years to get to collaboration.

But what is the cost of not doing it?!
The philanthropic forum creates a place (exclusively) for funding to connect around a "mission," but what that group does, is connect the effort to more resources or policy change.

Help communities see what they are doing in leadership where there are gaps or what is missing.

PNC Line 2/2

(40)
Frame of Q: Run college persistence progr. youth leadership dev.
          Staff professional development.

1. How do we justify a leadership/prof. development network or pool for community?

2. Who would fund it?

3. How does it not become "tokenized"?
   - Get orgs. to value/give time for development

Idea: Fund the pool?

Each nonprofit pay a fee to a collective fund:
   - Org cannot dictate where funds go
   - Priority direct-service providers
   - Agreement to work w/staff around time
   - Add standards

   - Companies/orgs it's more beneficial to have a collective app. bank vs. individual FTE's

   - Fund a database for employees to put in background
     - Direct-recruit better for comm. of color
     - We want you!

   - Needs form vs. database
     - Need childcare, transp., etc. - Approve or deny
2/3 Act to return to community

Young leadership pipeline

- Internship/career database w/ city of Tacoma
- CTC's need internships for K-12 students
- Funding Sabbaticals?
- Unpaid opportunities rarely attract (some) people of color

- Scholarship for post-baccalaureate work
- Scholarship for parents to go back to school

- Survey local non-profits re: How much annually you pay for Prof. Dev
  - Overall
  - Per individual

Topic: FUNDING LEADERS
Support/cultivate leaders that are ready to lead:
   - who are the orgs that are offering these opportunities (job shadowing)
   - it's about who you know.

Networking/Linked-In:
   - how do we converse leaders in communities of color to create support system
   - how do we interact w/mainstream systems

Minority Executive Directors Coalition
   - good model of support in leadership

Time & Energy for grassroots orgs:

Shared leadership models
   - succession planning
   - leadership development for the next generation

Grassroot orgs are under-paid, over-worked, under-resourced

"Buy" an EO for community orgs:
   - general support to cover leadership positions
   - resources are different depending on sectors

Resources are different depending on sectors
   - Non-profit section of the library (research dept)
   - Recurse grants from small family foundations
   - Donor advised funds (Charles Schwab)
   - Fidelity

Topic: Resources
Looking at it from the funders' side
- usually funds org capacity for a limited time
- how do we change the conversation of "accountability"?
- attach metrics to funding? but make it culturally relevant.

Org to org mentorship

Relationship building with local foundations

Moving away from: develop scope of work - attach amount

Moving towards: long-term relationship building (broader, resources)
- can't change the world in one year.

- Attract the next generation of leaders

- There are resources out there - we want to learn about them
  - connecting more community leaders w/ each other
  - there are community members who are looking for opportunity
  - how to we develop better succession planning

& where are the resources for this?

- Students are tied to the struggles of their parents.
  - even if you resource a student for success, their home
    is still in a place of trauma. How do we resource
    both the student and the family to get out of
    a cycle of oppression.

- How do you transition from a scarcity mentality to an abundance mentality.
The Leadership Curriculum
Waiting to Happen
(Theme 25)
To be equity-focused, it must be community-led.
Adaptive leadership can also mean emergent leadership.
If we're trying to cultivate transformative leadership, we need to redefine leadership.
Possible outcomes:
- List of new definitions of leadership
- Leadership is taking responsibility for what you care about
- Role reflection on language and assuming common definitions
- Both/and NOT Either/or = need to hold dynamic tensions to move forward

Skills of adaptive/emergent leadership to cultivate:
- Personal responsibility
- Be willing to look through an equity lens - learn to think in a different way
- Hold paradox of disruption/interruption AND hope
- Mindfulness about choices empower as source of empowerment
- Time and space to have context so dominate perspective is not assumed
- Sustaining a culture that creates space for individuals to succeed
• Be more blunt with funders
  - Do you really want to solve this problem?
• Form our own collaborative here and leverage our voice?
• Show leadership values at the organization level — e.g. have a board that has community members — grandmas, moms w/ kids; and the community leaders you need only blc they are apt to keepers
• Comfort with discomfort
• Support each other in the pain experience; hold people in their pain — pain as a co-experience for healing
• Give time & space to redefine success & function
  - e.g. country that measure quality of life over GDP
  - maybe it’s not about deliveries and outcomes that are defined by someone else

Remember wherever you are/whatever you are doing, your relationship to lead.

How do we as community members hold organizational leadership accountable? Ask thinkers?
  — Ask questions about impact even if you are not the direct client: you should still see results.

Board members need to people who influence more than funding but also influence equity lens.
• Building capacity & leadership transition
  — How to organize communities to give and support the world — invest back in their own community & needs

Topic: Mind Heart Shifts

Page 2 of 3
Notes, diagrams, mindmaps, etc.

- "Bring your own chair to the table" - using own definition of success and not theirs which would be tokenism.
- Decolonize the way we work.
- Raise funds in your community and show that there is still a deficit, here's why, but we also have the community support.
- Orgs need to send program/service people who look like the people they are serving to combat "white savior"
Notes, diagrams, mindmaps, etc.

Dancer, Dancing with them - Then a follower,
then many -

How do we lead with followers - How do we
follow -

Listening is a way to follow to lead

People doing the work; know the best how to do thing
much of the time.

(10 foundations listening here)

Listen to those we are serving

Barriers
- Shame
- Culture
- Logistics
- Economic

Problem-solvers are people we serve

Exchange between servers/served

Conflict between leaders
- United behind mission
Good followers:
- Give feedback
- Point out things that are missed
- Not being too disruptive
- Model good followership, improve leadership
- Involve others

Groups of leaders - then who leads in collaboratives?
- Organic?
- Do we define as a group roles/responsibilities
- Recognize strengths & skills
- Dynamic roles
Definitions:

Taxonomy

- "Thebox"

Relational

- ecology & connections between people & groups

Design

- Anything that is created: programs, space, etc.

"Marginalised" still centers on the dominant culture

Age as a box

Funding is always putting it in a box

"Thrive" over "prevention" isn't thriving the goal

"Bang for buck" - who has the bucks? And why?

Youth interrupting dominant power structure

Funders should think about relationships -

- need to think differently about relationships

Topic: Taxonomic & Relational Thinking
How funding opportunities are offered—other ways:

collaborative budgeting

Community initiates social solution

Too funders' pre-conceived ideas about what

much should be solutions or approaches

Outcomes may be slow to manifest trauma over
centuries can't be cured in a year

Language of business that funders use

- investment/return on investment
- customers/consumers

So many will never give a return on investment.
People who benefit from our services are not consumers.
Can we when funding restricts who you serve—
can we serve people across these lines? "Divide
and conquer"—how the system keeps us down.

Boys of low-income—sometimes mixed has

better results. "Victim" that needs saving.

Targeted universalism—make things for everyone,

but target services/funding to achieve equity.

Ecology of communities—can't separate individuals out.
- Individual vs organizational capacity
- How are we taking care of our staff and ourselves?
  - I'm constantly drained and exhausted
  - As far as staff, I always say 'yes' to when people need time off. EXCEPT for one time in my 8 years.
- We changed from leave to PTO... then no one takes leave. Huge improvement. I wasn't modeling it as CEO.
- We have a funded wellness committee - couple $1000. We are in a burnout field. They get tokens to farmer's market. Afternoon teas... no rules w/ it.
- We do early close on Fridays. At holidays, we close for a lot... all WFT. AND we found no loss of productivity.
- We buy gift cards for staff off of points from our credit cards more than once a year.
  - Carrying the load (as CEO), I just go to my kids activities.
- I feel burdened with sitting at my desk and know the load. I'm not doing good w/ my own restorative practice.
- I'm supporting my kids/parents AND my organization. I told my board I need 4 weeks off & it's not unreasonable

Topic: to ask

- Share PTO w/ my deputy - one works Friday and the next Friday, I work
- We have wellness buddies at work. I'm the CEO and I have this.

- You should use contemplative practices. They appreciate monthly mtgs as a way to slow down and reflect and restore. We meet at 6pm in Olympia... we do it at 4:30 in Pierce County and all the parents leave and do not 'restore' themselves. We offer (Olympia-based Steve Byers) case study practice, dialogue training, other leadership dev't.

- ALIA - Authentic Leadership in Action. We offer summer leadership conference. It costs $850/$1000 for 5 day June retreat. Could funders fund this as nonprofits don't allow for this type of intensive training.

- We have group of 10 CEOs and it's a blessing... we have support and structure. It is monthly and it is sacred. Have a trusted body -- it gets you through it.

- Asking for a funder to fund group of 10 and their board chair for a training.
Shifting nonprofits mentality from proactive to reactive

Convener(s) Shelly

Attendance: How Many: 5 Names:
- Shelly, Lindsay, Miriam, Steve, Becky
- Leslie/Melissa - our bumblebees

Notes, diagrams, mindmaps, etc.
- Successful orgs have a plan and roadmap and involve all levels of agency on this - and the community
- How do you see nonprofits into this mindset?
- Have you seen this? Yes. Starts w/ community and agency and stakeholders to develop this.
- We need to learn about why orgs fail - is it leader, the board, the community. E.g. Courage 360.
- Are agencies built w/ capacity to be proactive as this is deemed overhead?
- We alter our map/measurables every year in order to be relevant... many funders (not Medina) aren't amenable to this.
- Medina is an innovative funder.
- A foundation funded our strategic plan so we could be smarter / business-aligned.
- Really successful nonprofits have a commitment to learning... social structures, funders need relational/systemic work w/ this... Do WA State foundation have this commitment to learning? Medina and Satterberg do.
- Foundations have paid for the grantees to go to intensive training. Nonprofits would rather fund clients rather than staff going to an expensive training.
- There is a shift w/ funders to fund IDsp don't, but it's how you frame your request.

- Medicine and Cheney are open, but they don't have the level of funding like govt -- who are NOT learners.

- Gov't programs have so many loopholes as nonprofits can't meet all their restrictions.

- Lindsay did work, in a previous job, to change OMB circular to ensure gov't funding was 'learning.' Now I moved to WA State and those folks left w/ new president.

- The amount of B you get is NOT worth the reports you have to do.

- Funders don't look at all the data they ask for... Time is money.

- Where is there accountability and give us space to think... Family? Council used to fund a consortium for this.

- If you, as a leader, think in scarcity, this affects entire agency. If you think in abundance, this has a ripple effect too.
- we have to pay for people to think ahead--funders typically fund programs, not strategy.

- At google, employees are paid 10% of their time to innovate and think ahead with new ideas. Would foundations pay/invest in this for nonprofits?

- My budgets are bareboned anyway so to ask for 10% for planning, 20% for evaluation, 10% for data entry...then program impact.

- who funds self-care? I wish! We got funded for this.

- Jessica at Medina was super helpful and open to our emergent needs in Pacific County.

- We can't balance! I have my list of what's my most urgent problem I have to solve--this is reactive, not proactive. But board isn't necessarily helping me w/ this. They help me w/ fundraising, but they are turning on and off to understand threads to strategic plan, etc.

- Board accountability??

Topic: SHIFTING

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Appendix

Themes & Topics
Shifting the Power Equation
We ask nonprofits to work together, how can we ask funders to work together to strengthen nonprofits.
Library
in
Hill Top

Bill Moss
It Is
To Lobby or NOT?

Advocacy... increasing engagement/mobilizing beyond our organizations

HJ  
SD  
CT BF
Non-profit leaders

Influence/intersection on Corporate leaders

Susan B.
Interconnecting Rural and Urban Services
Engaging and developing underrepresented populations
Empowering People of color, women & immigrants.
Supporting under - resourced communities
Why are we at Centro Latino? In Innie ... Latino Leadership lacking but other places ALIVE!
How ORGANIZATIONS can MODEL what they CLAIM to SUPPORT, e.g., equity, racial justice, etc.? Lp $5$ & INAH S is 2$^\text{nd}$
Developing Hispanic/Latino women in leadership? -Iris
Community Driven Solutions and Leadership Engagement
Solutions

Part of the Recipients as

Our Service

I'm living

Davin

Round 2

Main B

HK
Decolonization and Historical Trauma in Orgs + Community
Case 1

A Main
Round 1

Involves Directly

Be Impacted by LP

Leads to Help/Process

Issues Help/Process

3
Sheerel Saranchi

You want to collaborate with?

Community members

Attracting / Sustaining

Best Practices for
It requires a line item.
Providing Resources to Attract & Support Ongoing Leadership
Funding Leaders
Stipends, Grants, + Quantifying Programs
(should we pay? How much?)
MB (Taylor)
Lack of Diversity in Leadership Roles in Geographically Homogeneous Non Profit Sectors.
Shameeka
Creating a pipeline of diverse & connected community leaders
Waiting to happen
Curriculum
The Lesbian
Shifting Mindsets

- From reactive to proactive
- From problem-focused to solution-focused
REFILLING YOUR CUP

STAYING FRESH - RESTORING YOURSELF
Relational +

Taxonomic think in Design

w Gabriel
IMPORTANCE AND OF FOLLOWSHIP
HOW TO CULTIVATE GOOD FOLLOWERS
Iris & Claire
MIND/HEART SHIFT

SKILLS FOR

EQUITY-FOCUSED

ADAPTIVE

LEADERSHIP

SB

Catherine